

NORTHERN KENTUCKY UNIVERSITY



HOUSE BILL 1 GOAL

Northern Kentucky University shall have at least one nationally recognized program of distinction or one nationally recognized applied research program and shall work cooperatively with other postsecondary institutions to assure statewide access to baccalaureate and master's degrees of a quality at or above the national average.

2005 - 2010

CAMPUS ACTION PLAN

Kentucky's public agenda, *Five Questions – One Mission: Better Lives for Kentucky's People*, guides the work of the entire postsecondary and adult education system over the period 2005 - 2010. It identifies the major opportunities and challenges facing the Commonwealth and presents a set of policy directions for addressing them. Each institution in the system has an action plan for advancing this agenda in keeping with the goals of House Bill 1. This action plan for Northern Kentucky University describes the university's purpose and role in the system, promulgates a set of priorities for action that responds to the five questions, and identifies the key indicators for monitoring progress over the planning period.



MISSION PARAMETERS

Program Characteristics

- Strong liberal arts and sciences undergraduate core preparing students to live and work in a global society.
- Comprehensive array of baccalaureate, master's, and specialist programs.
- May offer programs beyond the master's degree to meet the requirements for teachers, educational leaders, and other certified personnel.
- May offer collaborative doctoral programs through the University of Kentucky and the University of Louisville to meet state needs.
- May provide sub-associate or associate degree programs to meet local community needs in consultation with KCTCS.
- Selected number of nationally recognized graduate programs including its Program of Distinction, the Center for Integrative Natural Science and Mathematics, and areas of documented regional need.
- First-professional programs in law.
- Emphasizes distinctive educational experiences geared to the specific needs and interests of students including service learning, international education, opportunities for discovery-based learning, undergraduate and graduate research, community-based learning and civic engagement, and other special programs.

Student Characteristics

- Moderately selective to selective admissions with a commitment to recruiting a diverse, well-qualified undergraduate and graduate student body.
- Serves the needs of traditional, nontraditional, and transfer students seeking baccalaureate and advanced degrees.
- Recruits students nationally and internationally to increase intellectual capital and diversity.

Research

- Engages in applied research and scholarly activities that support the primary function of instruction and supplement efforts to improve economic and community development, with an emphasis on entrepreneurship and improving math and science instruction.
- Achieves national distinction for applied research through its Program of Distinction, the Center for Integrative Natural Science and Mathematics, and in targeted areas of opportunity.
- Pursues opportunities for commercializing the results of research.

Stewardship of Place

- Serves as a provider or coordinator of education services to meet the economic and community needs of its designated area of geographic responsibility.
- Collaborates with entrepreneurs, business leaders, local and state officials, and citizens to identify and respond to regional needs for research, commercialization, and the workforce.
- Works directly with schools and educational agencies to improve teacher quality and student performance in its designated area of geographic responsibility.
- Committed to partnerships that support economic development, P-12 excellence, local government effectiveness, quality healthcare, nonprofit management, and civic literacy.
- Emphasizes public engagement as a defining and nationally recognized quality of the university.
- Committed to becoming a center for the performing and visual arts.

PRIORITIES FOR ACTION

Question 1: Are more Kentuckians ready for postsecondary education?

To support the preparation of high school graduates and working-age adults for postsecondary education and to strengthen the preparation and development of P-12 and adult educators, Northern Kentucky University will:



Instill in the minds of elementary and middle school students a commitment to attend postsecondary education by taking special programs to schools, especially in the inner city and rural areas of NKU's service area, and by bringing elementary and middle school students to the NKU campus where planned programs will introduce them to campus facilities, campus functions, and campus life.

Support and participate in the Northern Kentucky Council of Partners to prepare more students for college and facilitate their smooth transition to postsecondary life.

Enhance the education of P-12 students, with particular emphasis on reaching underrepresented groups, through classroom-based activities and on-campus summer enrichment programs in many areas, including science and mathematics, computer technology, and the arts.

Raise the preparedness level of underprepared postsecondary students by identifying student weaknesses in the junior year of high school and developing remediation plans for their senior year; by offering the NKU Academy as a summer remediation program that allows underprepared high school graduates to make up their deficiencies and thereby gain admission to NKU; by partnering with schools and other organizations to strengthen the preparation of students from underrepresented groups; and by retaining remedial English and mathematics courses for freshmen who have the potential to succeed but need to raise their achievement levels in some basic skills.

Encourage capable and appropriately prepared high school students to earn university credit while still in high school by enrolling in university courses on campus or by taking university courses in their high schools through special collaborative agreements between NKU and the local schools. These options help prepare more Kentuckians for postsecondary work by experiencing college-level work before leaving high school.

Enhance P-12 education through high-quality and expanded pre-service and in-service programs for teachers, including online, off-campus, alternative certification, and additional special certification programs in areas such as school counseling, gifted education, and special education.



Question 2: Is Kentucky postsecondary education affordable for its citizens?

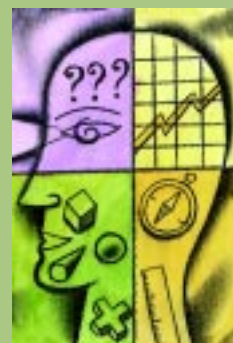
To keep college affordable, Northern Kentucky University will:

- Provide a significant pool of need-based financial aid that provides grants and institutional work study opportunities and offers emergency loans to assist students with short-term, unforeseen problems.
- Provide merit-based financial aid to attract academically talented students, a more diverse student body, and students from throughout the Commonwealth, and partner with community organizations that will fund scholarships in specific disciplines such as nursing and allied health fields.
- Assist prospective students and their parents by offering financial aid information sessions and workshops at local high schools to explain financial aid opportunities and processes, help them complete financial aid forms, and more effectively use NKU's new flexible payment plans.
- Invest significantly in major projects that will increase efficiency and reduce costs over the long run, such as implementing the recommendations of a recently completed energy audit and adopting new computer systems and more efficient business practices for financial management, human resources, campus management, and student records.

Question 3: Do more Kentuckians have certificates and degrees?

To enroll more students, produce more graduates, keep graduates in Kentucky, attract highly educated adults to the state, and encourage workers to retool and retrain over their lifetimes, Northern Kentucky University will:

- Increase the focus of the administration and faculty on the importance of retention and graduation by providing lectures, workshops, and faculty development programs, including a master advisor program, and by staffing an Office of Student Retention and Assessment and assigning retention specialists to academic departments.
- Develop, implement, and support programs that increase student retention such as an early warning system for intervention with at-risk students; an expanded advising system, including college-based, full-time advisors, that encourages students to declare a major earlier in their program; learning communities that enroll cohorts of students in a common cluster of two or three courses; a freshman orientation course that promotes student success; a Running Start program for cohorts of students needing developmental courses; peer mentoring; a supplemental instruction program and structured learning assistance to support student success in courses that have high failure or withdrawal rates; and tutorial services.
- Create a new college to promote, support, expand, and strengthen technology-related degree and certificate programs at the graduate and undergraduate levels to meet the projected employment needs of the region and provide the necessary human capital to support employers' needs for knowledgeable workers.



Strengthen the partnership with Gateway Community and Technical College that allows students to be dually enrolled at Gateway and NKU and have a seamless and well-supported transition when they move from Gateway to NKU.

Increase the number of degree completion programs offered online, on-campus, and off-campus to provide an avenue for community college graduates to complete a four-year degree.

Develop new graduate degree and certificate programs based on a systematic strategic planning process that integrates employment forecasts, regional employer needs, and NKU's current and developing capacity.

Reach out to new student markets, especially nontraditional students and those in rural areas, by offering programs online and off-campus for those who cannot take advantage of campus-based programs.

Provide transition programs to assist adult learners as they plan and prepare to return to school at the postsecondary level, and expand opportunities for working adults to earn undergraduate and graduate degrees through weekend and evening cohort programs, online programs, programs offered at corporate sites, and a specially formatted program that allows adults to earn a degree in four years while working full-time.

Question 4: Are college graduates prepared for life and work in Kentucky?

To improve the quality of student learning, Northern Kentucky University will:

Create an environment that supports a diverse student body taught by faculty who respect ethnic and cultural diversity, promote an openness to and understanding of diverse viewpoints, and create the global awareness necessary to function effectively in the 21st century.

Provide a strong general education program that lays the foundational skills of critical thinking, quantitative reasoning, and written and oral communication; integrate technology into the teaching/learning process; retain the commitment to "up close and personal" as a defining quality of the NKU experience; ensure that students master the content of their general education and major-related courses; and maintain high academic standards, all of which are reflected in high passage rates on standardized tests such as the Praxis test for teachers, the licensing exam for nurses, and the bar exam for attorneys.

Provide students with opportunities to apply their classroom learning to the real world through active involvement in basic and applied research, service learning, internships, co-op experiences, and collaborative community-based projects, all of which enrich the collegiate experience, deepen students' understanding of the subject matter, expand their skills and competence, and enhance their employment prospects upon graduation.

Promote a democratic society through the development of civic literacy and civic skills, which include a commitment to understand and remain current regarding local, national, and international issues; an openness to diverse viewpoints; the ability to participate in public deliberation and dialogue; and a willingness to take informed action to address community needs.

Provide a strong career placement service, co-op and internship opportunities, and partnerships with Kentucky businesses to increase the number of graduates who remain in Kentucky to live and work.

Encourage student participation in co-curricular clubs and organizations that enhance student development; teach teamwork, responsibility, goal-setting, and decision-making; and develop leadership skills such as those nurtured through the Norse Leadership Society, the Northern Kentucky Student Leadership Institute, and the Freshman Service Leadership Committee.



Question 5: Are Kentucky's people, communities, and economy benefiting?

To support economic and community development and address the specific needs and challenges of its service area, Northern Kentucky University will:

Support regional economic expansion by preparing well-educated graduates in fields that align with the employment needs in the region; build bridges between the business and university communities; create an associate provost position for economic initiatives who will work with the business community; actively support development of the technology triangle near the university; and provide noncredit education and training to support economic competitiveness.

Model good regional stewardship through active participation in projects such as the national demonstration project, Making Place Matter, and the regional visioning process, Vision 2015, and by assisting and supporting the P-12 community, local governments, the nonprofit community, and community decision-making by applying academic expertise and providing services that contribute to capacity building.

Sponsor programs and encourage public dialogue to address critical and sometimes controversial issues facing the community, the nation, and the world.

Establish NKU as a vibrant center for the visual and performing arts that provides performances and demonstrations off-campus to P-12 students and adults, particularly in communities that have limited access to the arts, and provides outstanding, on-campus performances and gallery exhibits open to the public.

Support NKU centers and institutes in partnering with the community to confront local and regional challenges; these include the Center for Applied Ecology, Center for Integrated Natural Science and Mathematics, Institute for Freedom Studies, Small Business Development Center, Institute for Information Innovation, Fifth Third Bank Entrepreneurship Institute, Center for Environmental Education, Scripps Howard Center for Civic Engagement, and Local Government Law Center.

Offer noncredit courses that both anticipate and respond to the needs of the region with corporate training through the Metropolitan Education and Training Services and programs such as MBA Essentials, a certificate program for business leaders; conversational and workplace Spanish for employees who deal with Hispanic populations; special certificate programs developed at the request of local employers; and a variety of noncredit courses and programs that promote life-long learning and personal growth and development.



KEY INDICATORS OF PROGRESS

QUESTION 1

Are more Kentuckians ready for postsecondary education?

- ⇒ Quality of teacher preparation programs

QUESTION 2

Is Kentucky postsecondary education affordable for its citizens?

- ⇒ Net cost of attendance as a percent of average family income

QUESTION 3

Do more Kentuckians have certificates and degrees?

- ⇒ Undergraduate enrollment
- ⇒ Graduate enrollment
- ⇒ Number of students transferring to the university from KCTCS
- ⇒ Six-year graduation rate of baccalaureate students
- ⇒ Number of degrees and other credentials awarded
- ⇒ Number of degrees and other credentials awarded to racial-ethnic minorities

QUESTION 4

Are college graduates prepared for life and work in Kentucky?

- ⇒ Level of student engagement in the undergraduate learning experience
- ⇒ Level of civic participation of students

QUESTION 5

Are Kentucky's people, communities, and economy benefiting?

- ⇒ Extramural research and development expenditures
- ⇒ Number of formal agreements for educational, applied research, or support services to business, entrepreneurs, government, and community groups
- ⇒ Level of faculty/staff community involvement as extensions of their university roles

BENCHMARK INSTITUTIONS

California University of Pennsylvania
Eastern Michigan University
Florida Atlantic University-Boca Raton
Indiana State University
Kean University (NJ)
Oakland University (MI)
Purdue University-Calumet Campus (IN)
Salem State College (MA)
SUNY College at Buffalo
University of Tennessee-Chattanooga

University of Akron-Main Campus (OH)
University of Massachusetts-Boston
University of Michigan-Flint
University of Nebraska at Omaha
University of Southern Maine
Western Connecticut State University
Wichita State University (KS)
William Paterson University of New Jersey
Youngstown State University (OH)